A brief plan of Research Proposal for Ph.D.

On

EMPLOYEES SATISFACTION AND HUMAN RESOURCE MANAGEMENT PRACTICES: A CASE STUDY OF WOCKHARDT LIMITED

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EMPLOYEES SATISFACTION AND HUMAN RESOURCE MANAGEMENT PRACTICES: A CASE STUDY OF WOCKHARDT LIMITED

1. INTRODUCTION:

Human resource is the most precious possession of any organization. The survival, growth and development of an organization depend on the talent, skills, and potentials of its human resource. In actual sense study of this resource is as important as salt/sugar in a food item. Again the Liberalization, Privatization, globalization has created vast opportunities, so to grab and get best out of the environment its necessary to evaluate the organization in context of Human Resource Management

1.1 MEANING OF HRM:

Human Resource Management as "the philosophy, policies, procedures and practices related to the management of people within the organization". It's actually a "strategic and coherent approach to the management of an organization's most valued asset: the people working there, who individually and collectively contribute to the achievement of its objective

1.2 SCOPE OF HRM:

1. Human Resource Planning
2. Employment Recruitment, Selection and Induction
3. Employee Training and Executive Development
4. Emerging Challenges in HRM
5. Employee Motivation, Safety and Welfare
6. Employee Maintenance and Retention
7. Human Resource Records and Research and Audit
8. Industrial Relations and Participation
9. Employee Career and Mentoring

10. Employee Remuneration and Incentives

2. PROFILE OF WOCKHARDT LIMITED

Wockhardt is a global pharmaceutical and biotechnology organization, providing affordable, high-quality medicines for a healthier world. It is India's leading research-based global healthcare enterprise with relevance in the fields of Pharmaceuticals, Biotechnology and a chain of advanced Super Specialty Hospitals.

Wockhardt is a true Indian Multi-National Company with a multi-ethnic workforce of 8600 Wockhardt Associates from 21 different nationalities globally. It has 3 research centers and 12 manufacturing plants, with businesses ranging from the manufacture and marketing of Pharmaceutical and Bio-pharmaceutical formulations, Active Pharmaceutical Ingredients (APIs) and Vaccines.

Wockhardt is a business in transition. New and innovative business models are in motion to make the most of emerging opportunities. A new drive for growth today permeates every mind-set, process and techno-innovation within Wockhardt.

Wockhardt's Founder Chairman and Group CEO, Dr. Habil Khorakiwala says, "A decade ago, I saw a changing world that I believed would present us with large-scale future opportunities in the field of pharmaceuticals and biotechnology. We steered our business model to leverage our research capabilities in providing innovative solutions and by constantly upgrading our world-class manufacturing facilities. We ventured outside India systematically and positioned ourselves mainly in the European and the US markets, which currently generates over 76% of our revenues."

Headquartered in Mumbai, India, Wockhardt has full-fledged operations in the USA, UK, Ireland and France. It also has its marketing presence in emerging markets of Russia, Brazil,

Mexico, Vietnam, Philippines, Nigeria, Kenya, Ghana, Tanzania, Uganda, Nepal, Myanmar, Sri Lanka, Mauritius, Lebanon and Kuwait.

Wockhardt's core business is innovation. It uses science and technology to develop medicines and other products that improve the quality of millions people's lives through better health.

Wockhardt has proved its technical excellence by developing patented modified release formulations and recombinant biotechnology products. It has a multi-disciplinary R&D programme with more than 607 scientists, including over 80 doctorates, in the areas of:

- Pharmaceutical Research
- Biotechnology & Genomics Research
- Novel Drug Delivery Systems
- New Drug Discovery Programme. API Research

Wockhardt is in the forefront of Intellectual Property creation with 1,733 patents filed till date, of which 228 patents have been granted. Our capability and commitment in pursuing Intellectual Property has been recognised by the Government of India for four years in a row, with an award for the maximum number of 'Patent filings and Grants from India'. Wockhardt is determined to create benchmarks for a promising future.

Dr. Murtaza Khorakiwala (Managing Director) said *"Wockhardt has embarked on a new and exciting phase of its growth journey. As a global healthcare company, Wockhardt has proved its technical excellence by developing patented modified release formulations and other complex and challenging medical technologies. We are committed to the pursuit of excellence in business and in society."*

The company has successfully created an integrated multi-technology capability to manufacture all types of dosage forms including sterile injectables and lyophilised products. Highly skilled technicians operate 12 manufacturing facilities that are US FDA, UK MHRA and EMEA compliant sites in India, the US and Europe.

The state-of-the-art biotech plant in Aurangabad has six dedicated manufacturing facilities for biopharmaceutical bulk as well as recombinant formulations. The Wockhardt Biotech Park has created its own benchmark in manufacturing recombinant products with world-class technology.

Wockhardt works with partners to in-license products in India and out-license products into other regions by capitalizing on these collaborative strengths to capture and penetrate new markets.

According to Wockhardt's MD, Dr. Murtaza Khorakiwala, strategic partnerships are a less capital-intensive way of moving into new territories or acquiring new capabilities. By finding partners with complementary skills, Wockhardt endeavors to find smarter ways to grow and in turn create significant value for all its stakeholders.

Wockhardt's CSR arm under Wockhardt Foundation has touched in a short period of time, 3 million lives through its various medical and social programmes and initiatives. The Foundation is a movement of human values, social awareness and social development.

Wockhardt aspires to create a healthier world. Its strategic vision of 'More & More with Less & Less' has transformed into new ways of thinking, a new journey for growth, medical breakthroughs for patients and continuing value for all stakeholders.

FACT SHEET

- Sales Revenues: US$ 1.03 billion, INR 56.10 billion (FY 2012-13)
- Operating Profit (EBIDTA): US$ 384 million, INR 20.91 billion (FY 2012-13)
- US Sales: US$ 531 million (FY 2012-13)
- UK Sales: GBP 108 million (FY 2012-13)
- Products launched globally:75 (April - September 2013)
- Patents filed: 1,733 (till September 2013)
- Patents granted: 228 (till September 2013)

- International Offices: USA, UK, Ireland, France
- Wockhardt has 3 research centers globally with over 607 scientists of which over 80 are doctorates. Its multi-disciplinary research activities encompass pharmaceutical formulations, biopharmaceutical bulk and formulations, novel drug delivery system, new drug discovery programme and process engineering for Active Pharmaceutical Ingredients.
- Wockhardt's 12 manufacturing plants are located in India, UK, Ireland, US, and are compliant to international regulatory standards including US FDA and UK MHRA. These manufacturing plants are multi-technology and can manufacture all the dosage forms including sterile products as well as products with lyophilized dosage forms.
- Wockhardt is the 4th company in the world to have developed recombinant insulin, Wosulin - from concept to market stage. It also developed a patented delivery device 'Pen' for Wosulin injections.
- First Company in the world, after the originator, to have developed and marketed a long acting insulin analogue, glargine (Glaritus).
- Wockhardt was four times in a row, awarded the prestigious Patent Award by the Government of India, for the 'Maximum number of Patent Filings and Grants from India'.
- Wockhardt has also received the prestigious World star award in the field of packaging, this being the highest recognition in the world of packaging.
- Wockhardt UK is the largest Indian Generics Company in the United Kingdom.
- Wockhardt's Pinewood is the No.1 branded Generics Company in Ireland.
- Wockhardt was ranked 76th amongst the World's Top 100 Pharmaceutical Companies and only the 4th Indian Pharmaceutical Company in this elite 100 group (Scrip 100, 2011 edition).
- Wockhardt has been a 'Business Super brand' for two consecutive years - the only pharmaceutical & healthcare company in India to get this rare distinction.
- Wockhardt's CSR (Corporate Social Responsibility) arm under Wockhardt Foundation has touched in a short period of time, 3 million lives through its various medical and social programmes and initiatives.
- Wockhardt Hospitals is associated with Partners Harvard Medical International, an international arm of Harvard Medical School, USA.
- Wockhardt is amongst Top-5 in the field of Healthcare in India.

CHAIRMAN'S PROFILE

A keen disciple of 'Change Management', Dr. Habil Khorakiwala has single-mindedly steered Wockhardt in becoming the first true healthcare group from India. His visionary and astute leadership resulted in Wockhardt emerging as a leading pharmaceutical and biotech conglomerate, driven by research and strategic thinking on a global scale.

Dr. Habil Khorakiwala is the Founder Chairman & Group CEO of Wockhardt Limited, a company he founded in the early 1960s. He holds a Masters in Pharmaceutical Science from Purdue University, and has participated in an Advanced Management Programme at Harvard Business School, USA. He is also the recipient of an honorary doctorate from Purdue University, USA.

Dr. Habil Khorakiwala strongly advocates that the only way towards fast growth is to be 'Customer Focused'. This customer-centric approach has filtered down to every decision and action in Wockhardt.

His signature style is much evident in the management processes at Wockhardt i.e. open culture, participative management practices, innovations, continuous improvement, speedy response, empowerment and enjoying one's job - are all hallmarks of Wockhardt's culture.

- Past President of FICCI (Federation of Indian Chambers of Commerce & Industry).
- Past President of the Indian Pharmaceutical Alliance (IPA), the organization of research-based pharmaceutical companies in India.
- Member of the National Manufacturing Competitiveness Council set up by Dr. Manmohan Singh, Prime Minister of India
- Nominated by Govt. of India to the National Managing Committee, Indian Red Cross Society
- Nominated by the Prime Minister of India to the Advisory Board of CSIR [Council of Scientific and Industrial Research] in New Delhi
- Member of BOT (Board of Trade) instituted by the Government of India under the Ministry of Commerce & Industry

- Nominated by the Government of India as member of the Board of Directors of NIPER (National Institute of Pharmaceutical Education and Research)
- Shiromani Vikas award for 'Outstanding and Inspiring Contribution towards National Development' at the hands of Mother Teresa in 1992
- Institute of Marketing & Management (IMM) 'Top CEO' in 2002
- International Medical Integration Council 'Life Time Achievement' in 2003
- Giants award for 'Outstanding Contribution to Business and Industry' in 2003
- Rotary Award for Vocational Excellence, 2003-04
- Ernst & Young 'Entrepreneur of the Year' in the Healthcare and Life Sciences' category in 2004
- Named 'India's Greatest Brand Builders' in a book authored by Dr. R L Bhatia of Centre for Change Management in 2005

- Indian Express Group of Newspapers 'Lifetime Achievement Award' at the Pharma Excellence Awards 2006
- UK Trade & Investment 'Entrepreneur of the Year' at the India Business Awards 2008
- Purdue University conferred an 'Honorary Doctorate in Pharmacy' in 2010
- Frost & Sullivan 'Lifetime Achievement Awards' India Healthcare Excellence Awards
- Dr. Khorakiwala has served as Honorary Consul General of Sweden in Mumbai.

BOARD OF DIRECTORS

Dr. Habil khorakiwala (Founder Chairman & Group CEO)

Dr. Murtaza khorakiwala (Managing Director)

Dr. Huzaifa Khorakiwala (Executive Director)

Dr. Shekhar Datta (Director)

Mr. R A Shah (Director)

Mr. Aman Mehta (Director)

Dr. Sanjay Baru (Director)

TEAM WOCKHARDT

Dr. Habil Khorakiwala (Founder Chairman & group CEO)

Dr. Murtaza Khorakiwala (Managing Director)

Dr. Huzaifa Khorakiwala (Executive Director)

Mr. Sirjiwan Singh(Managing director-Wockhardt UK & Pinewood, President-Operations in India)

Mr. Manas Datta(Chief Financial Officer)

Mr. Sunil Khera(President-North America)

Mr. Ajay Sahni(President-Wockhardt France, Vice President-Finance, Europe

Mr. Sanjeev Mehta(President-Corporate Supply Chain, Quality Generic & API Sales

Dr. Yatendra kumar(President-Pharma Research & Global IP)

Mr. Prem Singh(President-Global Human Resources)

Mr. venkat Iyer(Chief Information Officer)

COLLABORATIONS/PARTNERSHIPS

overview

Wockhardt is a fully integrated pharmaceutical company with a strong research base in the areas of Generics, Biotechnology, New Chemical Entity (NCE) and Novel Drug Delivery Systems (NDDS). Our world-class manufacturing facilities adhere to strict cGMP protocols and are compliant with international regulatory agencies like US FDA, UK MHRA, ANVISA and

others.

With local footprints in USA, UK, Ireland, France and India, our strong infrastructure is complimented with an extensive field force and well-established distribution networks.

Wockhardt looks at partnering and collaborating as an important strategic approach that will complement its global ambitions of growth and leadership.
Wockhardt's pioneering efforts in biotechnology have led to the successful launch of products Wepox (recombinant human erythropoietin), Wosulin (recombinant human insulin) and Glaritus (long-acting Insulin Glargine) in India and other emerging markets. With a rich pipeline of products being developed for worldwide markets, Wockhardt is seeking to partner in developed and emerging markets for its biosimilar portfolio.
Wockhardt has built a strong presence in the Indian market with focused efforts on high growth therapeutic segments and a 3,300 strong-field force covering over 400,000 medical practitioners. It enjoys excellent brand and customer equity resulting in leadership position in pain management, nephrology, cough therapy and diabetology. Wockhardt has in-licensed niche, patented products in therapeutic areas of dermatology, cosmaceuticals, oncology, medical nutrition and osteoarthritis and looks to leverage on its core strength through in-licensing products to meet unmet medical needs of Indian patients.

In-licensing

Wockhardt's presence is strongly augmented by the approved manufacturing set-up and skilled field force in:

- UK - Wockhardt is the 3rd largest generic company and caters to retail generics, hospital generics (2nd largest company), private label GSL / OTC pharmaceuticals & dental care.
- Ireland - Wockhardt is the largest and fastest growing generic company with strong presence in prescription, OTC and renal business.

- France - Wockhardt with its 230-member strong field force has leadership position in Osteoarthritis, Rheumatology, Arterial hypertension & chronic heart failure and Phlebotonic Vasculoprotector.

Wockhardt is currently looking at strategic in-licensing opportunities to enhance its offerings in UK, Ireland and French markets.

Out-licensing

Wockhardt has available a number of EU CTD Dossiers for Out-licensing and seeks partners for Out-licensing within Europe.
For further details about Business division

A high level of innovation and increased productivity are imperatives for research and development initiatives. Wockhardt has entered into an exciting new phase of R&D services, investing to expand the breadth and depth of services to support projects from formulation to finished products. Labs are equipped for formulation and analytical development, including stability studies, method development and validation. Wockhardt believes in quick and timely delivery with quality under the four corners of cost management for customised services, tailor-made specific solutions as per needs, flexibility in development, maintaining complete confidentiality and support for IP related issues.
Wockhardt with its 4 decades of pharmaceutical manufacturing experience and 40+ contract manufacturing clients has expertise in low cost-base manufacturing together with its extensive expertise and capabilities in different technology platforms offering competitive, high quality, custom end-to-end manufacturing services from API manufacturing, formulation development, analytical method development and validation, small scale & commercial scale manufacture with a global distribution network. The network of manufacturing facilities spanning across US, Europe and India have been accredited by various international regulators including the US FDA, UK MHRA and ANVISA.
Wockhardt’s emerging market presence spreads across South-East Asia, Far–East Asia, Africa,

Russia, CIS and Latin America countries. It is currently looking to expand its base by offering its pharmaceutical and biotechnology product portfolio with a partner having a complimentary portfolio. Wockhardt has developed scores of dossiers approved by regulators from developed countries available for out-licensing in emerging markets.

3. OBJECTIVES OF THE STUDY

1. To know the profile of Wockhardt Ltd.
2. To study the Human Resource Management Practices in Wockhardt Ltd.
3. To know the scope and limitations of Human Resource Management Practices in Wockhardt Ltd.
4. To understand the employee's satisfaction towards Human Resource Management Practices in Wockhardt Ltd.
5. To know the factors affecting on employee's satisfaction in Wockhardt Ltd.
6. To know the role of Human Resource Management of Wockhardt Ltd in employee's satisfaction.
7. To study the various challenges faced by Human Resource Management of Wockhardt Ltd

4. HYPOTHESIS OF THE STUDY

1. Employee's Satisfaction and Human Resource Management Practices are independent.
2. There is no association between employee gender and employee's satisfaction.
3. There is no relationship between employee's age group and employee's satisfaction.
4. There is no relationship between employee's income group and employee's satisfaction

5. IMPORTANCE OF THE STUDY:

The present study is an attempt to evaluate the Human Resource Management followed by Wockhardt Ltd and its impact on employees' satisfaction. The present study may help the Wockhardt management to identify the impact of its resource management

practices, philosophy, policies and procedures in better way. This research study will help to recognize the perception of employees in context of various HR practices, procedures undertaken. Because HRM is the study of most active and important factor of production this research is surely going to provide a better comprehension to enable a straight growth map for the organization assisting to accomplish the goals and objectives

5. SCOPE OF THE STUDY

1. Geographical : The study covers employees in Mumbai, India
2. Time: The time span of the proposed study will be 2014-2018.
3. Unit: The study focus on employees in Wockhardt in Mumbai, Maharashtra, India.

6. LIMITATIONS OF THE STUDY

1. The responses from respondents are assumed to be true.
2. The study will focus only on employees of Wockhardt Ltd. located at Bandra Kurla Complex, Mumbai, Maharashtra, India.
3. The study will cover the level of employee's satisfaction of Wockhardt Ltd.
4. The study faces the time and financial constraints as the study is conducted by an individual researcher

1. RESEARCH METHODOLOGY:

TYPE OF RESEARCH DESIGN- Descriptive

METHOD OF RESEARCH- Sample survey

SOURCES OF DATA

1. SECONDARY: Books, Journals, Magazines, News papers, Internet, some unpublished data.
2. PRIMARY: Approx. 500 Employees of Wockhardt Ltd.

SAMPLE UNIT- Wockhardt Towers (Head Office), Bandra Kurla Complex, Mumbai, Maharashtra, India

SAMPLE SIZE-Approx. 500 Employees

DATA PROCESSING

This will include Editing, Coding, Classification, Tabulation and Graphical Representation of the data.

DATA ANALYSIS

Statistical methods of Correlation, Regression, Chi-square Test, ANOVA, and F-Test may be applied to achieve the objectives of the study, to find out the relevance of Hypotheses and to arrive at conclusions of the study. SPSS package may be applied as and when required. Both Quantitative and Qualitative Study is proposed to be conducted in the research venture.

DATA INTERPRETATION

The process of interpretation will involve taking the results of analysis, making inferences relevant to the research relationships studied and drawing managerially useful conclusions about these relationships.

CHAPTER SCHEME

1) Introduction

1.1 General Introduction
1.2 Objectives of the study
1.3 Hypothesis
1.4 Scope of the study
1.5 Research Methodology in brief
1.6 Limitations of the study

1.7 Chapter Scheme(related to HRM)
1.8 Conclusion
References

2) Review of Literature

2.1 Introduction

2.2 Review of Literature

2.3 Conclusion

References

3) Research Methodology

3.1 Introduction
3.2 Method of Research
3.3 Data collection
3.4 Data Processing
3.5 Data Analysis
3.6 Data Interpretation
3.7 Reporting
3.8 Conclusion
References

4) Profile of Wockhardt Ltd.

5) Level of Satisfaction of Employees towards HRM in Wockhardt (Quantitative Analysis)

5.1 Introduction

5.2 Descriptive Statistics

5.3 Testing of Null Hypothesis

5.4 Conclusion

6) Level of Satisfaction of Employees towards HRM in Wockhardt (Qualitative Analysis)

6.1 Introduction

6.2 Descriptive Analysis

6.3 Conclusion

7) Findings, Suggestions and Conclusion

7.1 Findings

7.2 Suggestions

7.3 Conclusion

- **Annexure :**

Bibliography

Questionnaire

Research Guide Research Student